

Walla Walla WorkFirst Targeted Wage Initiative (TWI) Plan

The purpose of this plan is to develop a service delivery model where WorkFirst customers will gain employment at the highest available wage. The approach mirrors a typical work environment so customers are mentally prepared for the successes/challenges employment brings. Wage targets will be determined by local labor market information.

New customers and those who are returners to the program will begin with Module one activities to determine the root cause of lack of attachment to the labor force. Information they may have (resume, master application) will be reviewed and updated. We believe that the philosophy of the program warrants full time participation for all new entrants and returners.

This plan will consist of several modules in keeping with the requirements of the TWI guidelines.

Overview

- ✓ Each customer (new or returners) will be assigned to Module 1 upon “handoff”.
- ✓ The IRP will mandate the one-week evaluation period for each customer.
- ✓ Customer will receive initial orientation from case manager including services available and activities required for week one.
- ✓ Module 1 will conclude with a justification for being referred to job search or to other appropriate activities per our local WIT Plan.
- ✓ Customer will be involved in activities full time (or 6 – 8 hours per day).

Through customized and expert presentations, job fair/hiring events, and On-the-Job-Training, the employer community along with the business liaison will perform a significant role in the success of this initiative. A viable option for our job-seeking customers includes defining the skill development outcomes through employer provided training. In order to provide maximum flexibility for employers and job seeking customers, customized training in the current OJT policy will allow for employer prerogative to this end. OJT contracts will include an employer training schedule and credential once complete.

Module 1: Job Readiness/In Depth Assessment

Overview

The current IRP will be used for the purposes of this pilot indicating customer requirements as directed by ES staff.

Customers who are in less than full time job search will be scheduled for activities on those days for which they are to report. Obviously they will not be able to complete the assessment activities in the first or second week, however, they will benefit, nonetheless, from the available tools and assessments. Since contact with these customers is limited, it is vital to keep all appropriate customers in a consistent flow. Activities will be available one-on-one as appropriate. First, and foremost, is not to be inflexible with these activities to the detriment of their part time employment activity.

Handoff/Orientation

Using the case management model, WorkFirst case managers will begin delivery of the WorkFirst message indicating the value of work and the resources available to help them become successful. This message will be the first, but certainly not the last in a series of customer “messages” indicating the positive aspects of full participation and eventually employment and self-sufficiency.

Customer will be placed in the JS component and walked over to the Employment Security Resource Room and introduced to the WorkSource Specialist.

Customers will be tracked and documented in e-jas.

At “handoff” the WorkSource Specialist will:

- ✓ Complete registration into the SKIES system
- ✓ Offer customer calendar of activities to begin next working day (unless otherwise specified by the case manager).
- ✓ Resource Room Introduction
- ✓ Clarify any questions the customer has regarding basic information to begin activities.

Job Readiness Activities

All activities will be provided in a group setting or one on one as appropriate. All activities are mandatory per the IRP and will be used to determine and therefore to enhance customer “readiness” for job search. All activities will be open entry/open exit to ensure immediate customer engagement. If a customer fails to participate and subsequently begins the job search process again (handed

off) they will continue to work on their personal tool kit without repeating “successfully completed” activities. Successfully completed activities are those “certified” by an employment counselor in CATS as completed through the review process. However, for some customers, participation may warrant repeating any given activity.

Week one will include an in depth look at the labor market using electronic means and also through the eyes of local employers. This information will be used to transition the customer toward employment by equipping them with the hard data they will need to pursue employment in the most appropriate industries and /or positions. Assessments will identify “targets” and achievable goals for the job seeker and will be incorporated into the Success Plan. Business outreach activity will strongly influence activities immediately.

All activities listed are optional depending upon job seeker and employer customer needs:

- ✓ Customer orientation/Participation Expectations
 - All partner orientation to reiterate benefits and supports available
 - Create a positive atmosphere for the upcoming week’s activities and expectations
 - How activities will translate into the highest possible wage for each customer
- ✓ The Psychology of Work
- ✓ Goal Setting & Motivation
- ✓ Assessment of basic competencies
 - ✓ Work Readiness Assessment
 - ✓ Interest Inventory
 - ✓ Skills Identification
 - CASAS/Washington ECS (Employability Competency System)
 - Career Scope Assessments
 - ✓ SKIES Comprehensive Assessments (geared toward those in PT job search and PT job search)
 - ✓ Employer Evaluation Assessment (SKIES)
- ✓ Assessment Results Review (one-on-one)
- ✓ OPAC Assessment
- ✓ Labor Market Research
 - ✓ Electronic tools and local employers assist customers with tools to assist in marketing themselves to the employer customers.

- ✓ Business Liaison will have strong connection to the customers to assist with job readiness and assessment from an employer perspective (i.e. Are you ready to take the Workplace fitness test?)
- ✓ Skills and Interests match to
- ✓ Informational Interviews
- ✓ Dressed for Success
- ✓ Educational Opportunities and Assessment as appropriate
- ✓ Alternative Activities
- ✓ Decision Making
- ✓ Development of a Success Plan - ongoing throughout
- ✓ Scheduling of Job Search Activities/Workshop

Note: The Business Liaison and the employer work group as well as local community members will address the challenges and expectations of the changing labor market. The Business Liaison will have a key role in the early stages of this process focusing on the employer community expectations for the best “job match” possible. The Business Liaison will participate in the Labor Market Research portion of job search as well as coordinate employers and experts to present face to face "what employers want" sessions to pilot participants.

Conclusion

At the completion of Module 1, WSS will document recommendations/justification to the case manager based on the findings of customer assessments/readiness evaluation and a completed Success Plan.

If a customer completes the evaluation process satisfactorily and is deemed appropriate for job search, they will be considered a “graduate” and receive materials for their continued job search (materials to be determined). Certification will be completed in e-jas.

Others will be referred back to the case manager with recommendations. Recommendations may include further assessment/issue resolution with a return to job search, Customized Job Training, High Wage/High Demand Training or Pre employment training.

Customers who fail to participate without cause will be referred back to the case manager based on local policy.

This will mark the end of week one.

Module 2: Job Search Preparation: Goal Setting/Mapping

Overview

The theme of Module 2 is getting each customer the best wage possible upon initial employment. Exploring with the customer (using various tools) will give them a realistic opportunity to see how they fit into their labor market of choice. They will see, based on employer feedback (using National statistics), how they would be "evaluated" by an employer and, in many ways, what this means from a monetary perspective.

The WorkFirst IRP will capture activities leading to accomplishing goals and addressing challenges found in Module 1 assessment/evaluation by Employment Security Counselors. These activities will act as a roadmap to success for each customer in the quest for the highest initial wage employment.

The WorkSource Specialist will:

- ✓ Request IRP update as appropriate
- ✓ Document all activities, core competency completion and evaluations in e-jas
- ✓ Ensure appropriate documentation in CATS
- ✓ Continue to make recommendations as appropriate
- ✓ Target wage indicted in local feeder measures
- ✓ Provide job search log and checklist certification
- ✓ Complete certification in e-jas as appropriate

The Business Liaison will:

- ✓ Organize local employers to provide presentations to participants
- ✓ Arrange for industry experts to provide "what employers want" information

Activities will be modularized and non-sequential for open entry/open exit. In this way, the modules will take place weekly with availability for a person to participate in all scheduled activities. Some customers may also find it beneficial to repeat a module for a second time.

Job Search Activities

- ✓ Work Skills Evaluation Workshop

- ✓ Orientation to job search
- ✓ Job search techniques
- ✓ Motivation and Goal setting continued
- ✓ Completion of Master Application
- ✓ Completion of effective resume
- ✓ Interviewing skills/mock interviews/60 second commercial
- ✓ Networking
- ✓ Resource Room orientation
- ✓ Completion/Update of a Success Plan/Goal Setting
- ✓ Procurement of interview clothing as appropriate
- ✓ Employer engagement activities
 - ✓ Introduction to employer contact
 - ✓ Employer expectations continued
 - ✓ Job Club and/or workshop featuring employer focus
- ✓ Job Retention/wage progression
- ✓ Problem Solving

Conclusion

At the completion of Module 2, WSS will document additional findings to the case manager based on specified activities. Review of the customer portfolio will determine progress for this module. Completion of resume, master application, interview skills basic competencies will culminate in a “certification” of completers.

If a customer completes these activities satisfactorily and continues to be appropriate for job search, they will be considered for the next level of activities in Module 3 and receive materials for their continued job search (materials to be determined).

This will mark the end of week two and launches active job search.

All core competencies will be completed in the first 10 days. All core competencies will be recorded in e-jas detail screens.

Module 3: Preparing for the Workplace

Overview

The theme of Module 3 is workplace attitude and behavior in preparation for employment. Activities during this week will continue to be employer based with increasing activities with the employer community.

The WorkSource Specialist will:

- ✓ Document all activities, core competencies and evaluations in e-JAS
- ✓ Facilitate all customer activities
- ✓ Continue to make recommendations as appropriate
- ✓ Continue to target wage indicted in local feeder measures
- ✓ Provide job search log and checklist certification
- ✓ Complete certification in e-jas as appropriate
- ✓ Handoff job ready customers to Business Liaison for OJT, employer contact, job development, continued readiness, etc.

The Business Liaison will:

- ✓ Coordinate discussion with interested employers and job-ready candidates
- ✓ Facilitate On-the-Job-Training opportunities
- ✓ Coordinate industry specific job fair/hiring events

Activities will be modularized for open entry/open exit. In this way, the modules will take place weekly with availability for a person to participate in all scheduled activities.

NOTE: Walla Walla Community College soft skills curriculum (final list of options under development) will be offered when appropriate from week 3 – 12.

Job Search Activities

- ✓ Employer engagement activities
 - ✓ Industry based job fairs once per month
 - Corrections
 - Health Care
 - Retail
 - Manufacturing
- ✓ Job Clubs and/or workshop featuring employer focus and soft skills training
 - Build on what they learned about themselves and opportunities in the local labor market
 - ✓ Review what they now know about themselves in terms of what they like, what is important to them and their aptitudes

- ✓ Review what they know about occupations that interest them, learn about opportunities they may not have considered previously
- ✓ Learn what experience, education or training they may need to enter those occupations
- ✓ Learn what jobs in those occupations may be available in their local labor market
- ✓ Continue development of Interviewing skills/Mock interviews
- ✓ Completion/Update of a Success Plan/Goal Setting
- ✓ Telephone techniques for job search
 - ✓ Asking appropriate questions
 - ✓ How to make appointments
 - ✓ Follow up

Conclusion

At the completion of Module 3, WSS will document additional findings to the case manager based on specified activities.

If a customer completes these activities satisfactorily and continues to be appropriate for job search, they will be considered for the next level of activities in Module 3 and receive materials for their continued job search (materials to be determined).

This will mark the end of week three.

Module 4: The Workplace

Overview

The theme of Module 4 is marketing identified competencies to employers. Activities during this week will continue to be employer based with more intense activities based on employer recruitment.

The WorkSource Specialist will:

- ✓ Document all activities and evaluations in e-JAS
- ✓ Facilitate all customer activities weekly
- ✓ Re-evaluate portfolios for resume, application, success plan and certificates
- ✓ Continue to make recommendations as appropriate
- ✓ Continue to target wage indicted in local feeder measures

- ✓ Success Plan Review Meeting
 - ✓ Resume
 - ✓ Master application
 - ✓ Commercial
 - ✓ Dress
- ✓ Complete 4 week evaluation
- ✓ Complete certification in e-jas as appropriate
- ✓ Provide customer with job search log and “checklist” certification

The Business Liaison will:

- ✓ Coordinate discussion with interested employers and job-ready candidates
- ✓ Facilitate On-the-Job-Training opportunities
- ✓ Coordinate industry specific job fair/hiring events

Activities will be modularized for open entry/open exit. In this way, the modules will take place weekly with availability for a person to participate in all scheduled activities.

Job Search Activities

- ✓ Employer engagement activities
 - ✓ Industry based job fairs once per month
 - Corrections
 - Health Care
 - Retail
 - Manufacturing
 - Job Clubs and/or workshop featuring employer focus and soft skills training
- ✓ Continue development of Interviewing skills/Mock interviews
- ✓ Marketing for OJT
- ✓ Update of a Success Plan/Goal Setting/Labor market search
- ✓ Telephone techniques for job search
 - ✓ Asking appropriate questions
 - ✓ How to make appointments
 - ✓ Follow up
- ✓ Follow-up Techniques
 - ✓ 60 second commercial
 - ✓ Job Retention and Wage Progression
 - ✓ Problem Solving and Decision Making
 - ✓ Connections with employers
 - ✓ Informational Interviews

- ✓ Labor Market information update
- ✓ Workshop refreshers
 - Job Hunter @ WorkSource
 - Job Club
 - ✓ Stress Management
 - ✓ Time Management
 - ✓ Money Management
 - ✓ Success Planning
- ✓ Self paced or self help projects as needed
 - Basic Math Skills
 - Basic keyboarding
 - Spelling

Conclusion

At the completion of Module 4, WSS will document additional findings to the case manager based on specified activities.

If a customer completes these activities satisfactorily and continues to be appropriate for job search, they will be considered for the next level of activities in Module 5-8 and receive materials for their continued job search (materials to be determined).

This will mark the end of week four.

Modules 5 - 8: Intense Job Search for Target Wage Goal

Overview

The emphasis in weeks 5-8 is on expanding the scope of labor market exploration beyond those of the first 4 weeks. Customers will engage in more intense employer contact and set goals and update plans and other tools accordingly.

The WorkSource Specialist will:

- ✓ Document all activities and evaluations in e-JAS
- ✓ Facilitate all customer activities
- ✓ Re-evaluate portfolios for continued appropriateness
- ✓ Continue to make recommendations as appropriate
- ✓ Continue to target wage indicated in local feeder measures
- ✓ Coordinate with the WorkSource Business Liaison

- ✓ Success Plan Review Meeting
 - ✓ Resume
 - ✓ Master application
 - ✓ Commercial
 - ✓ Dress
- ✓ Complete 8 week evaluation
- ✓ Revise target wage as appropriate

Activities will be modularized for open entry/open exit. In this way, the modules will take place weekly with availability for a person to participate in all scheduled activities.

Job Search Activities

- ✓ Resource Room Refresher
- ✓ Local Labor Market Information Update
- ✓ Master application update/review
- ✓ Resume review and/or update
- ✓ Job Development activities
- ✓ OJT Research
- ✓ 60 second Commercial update
- ✓ Interviewing techniques through additional mock interviews
- ✓ Job Clubs
- ✓ Job retention/Wage Progression
- ✓ Job Search Logs Reviewed
- ✓ Job Hunter Workshops
- ✓ Employer connections
- ✓ In-person employer contacts
- ✓ Job referrals and leads provided by staff
- ✓ Additional hiring events

Conclusion

At the completion of Module 5 through 8, WSS will document additional findings each week to the case manager based on specified activities.

If a customer completes these activities satisfactorily but still has not found employment within the high wage target, they will be considered for the next level of activities in weeks 9 – 12 where the target goals may change.

This will mark the end of weeks five through eight.

Modules 9 - 12: Any Job is a Good Job

Overview

The emphasis in weeks 9 - 12 customers will continue to engage in job search with the ultimate goal of employment in *any industry*. Employment may not be in a targeted labor market or at a targeted wage as in previous weeks.

The WorkSource Specialist will:

- ✓ Document all activities and evaluations in e-JAS
- ✓ Facilitate all customer activities
- ✓ Review customer's progress weekly to ensure engagement in appropriate activities
- ✓ Re-evaluate portfolios for continued appropriateness
- ✓ Continue to make recommendations as appropriate
- ✓ Target employment versus previous wage
- ✓ Coordinate with the WorkSource Business Liaison
- ✓ Emphasize that customers must accept employment at minimum wage

Job search activities will be intense and referrals will increase in order to ensure employment as soon as possible. Scheduled activities will be modularized for open entry/open exit. In this way, the modules will take place weekly with availability for a person to participate in all scheduled activities.

Job Search Activities

- ✓ Resource Room Refresher
- ✓ Local Labor Market Information Update
- ✓ Master application revision
- ✓ Resume revision
- ✓ Job Development
- ✓ OJT
- ✓ 60 second Commercial update
- ✓ Interviewing techniques
- ✓ Job Clubs
- ✓ Job retention/Wage Progression
- ✓ Job Search Logs Reviewed
- ✓ Job Hunter Workshops
- ✓ Employer connections
- ✓ In-person employer contacts
- ✓ Job referrals and leads provided by staff
- ✓ Additional hiring events

Conclusion

At the completion of Module 9 through 12, WSS will document additional findings each week to the case manager based on specified activities.

If a customer completes these activities satisfactorily but still has not found employment they will be referred back to their case manager for further consideration.

The referral back to the case manager will include recommendations for further assessment, Community Jobs, appropriate training options or other appropriate action based on WorkFirst requirements.

This will mark the end of weeks nine through twelve.

Additional Activities

Additional activities during job search that may not be specifically listed above include:

- ✓ Employer presentations
- ✓ Continuing development of
 - Assessments
 - Gathering labor market information
 - "Repeat" or "Additional sessions on assessment, LMI, etc.
- ✓ Job Clubs
- ✓ Tutorials on the computer
- ✓ Self-pace workbook activities
- ✓ Peer group workbook activities
- ✓ Employment and skills training by the local partnership
- ✓ Job shadowing/informational interviews
- ✓ Applicable job hunter modules

Process Evaluation

Process changes will be evaluated using existing tools for the job seeking customer and the employer customer. Staff will review process changes from an outcome perspective outlined in the Performance Measures for this pilot.